



# THE PICATINNY VOICE



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Photo by Todd Mozes

ARDEC Director Dr. Gerardo Melendez addresses Picatinny employees.

## ARDEC adopts Army values

BY TIMOTHY L. RIDER  
Picatinny Public Affairs

During a Saint Patrick's Day town hall meeting at the Lindner Conference Center, the Armament Research Development and Engineering Center director announced that the organization will formally adopt the Army Values as its own.

Dr. Gerardo Melendez also discussed progress in organizing ARDEC more efficiently and recognized winners of the Army's Greatest Inventions of 2009.

Melendez said the Army Values were selected during the ARDEC leadership meeting in February. A group of attendees who had previously attended the leadership class "Be, Know, Do" supported adopting the Army Values for ARDEC "vocally and unanimously."

The Army values are: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

"Their level of endorsement was very strong and it made a lot of sense once we engaged in a discussion about how the Army values are applicable to ARDEC," said Melendez.

"Based on that, we decided to adopt them."

"Values serve the role in an organization of influencing actions and decisions and sets bounds of what is acceptable behavior," Melendez later said.

"Establishing a set of organizational values and driving those into the culture can also create alignment with the mission and goals of the organization."

Also at the February meeting, potential ver-

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## Defense agency contributes to military readiness worldwide

With billions of dollars worth of complex contracts at stake, specialists at the Defense Contract Management Agency perform critical and complex duties daily

BY ED LOPEZ  
Editor

When the space shuttles roared off their launch pads to perform various missions in space that ultimately proved successful, Michael DeNude could take a measure of satisfaction.

However, DeNude doesn't work at any NASA control facilities. Typically, he can be found ambling down the various walkways of the cavernous L3 Communications Space & Navigation Division building in Budd Lake, southwest of Picatinny Arsenal.

Yet DeNude doesn't work for L3 either.

Rather, he is part of a team of six employees assigned to the L3 complex by the Defense Contract Management Agency (DCMA), a crucial component of the Department of Defense (DoD) that performs a wide range of functions within the contracting, engineering, pricing, and quality assurance disciplines.

"Senior Department of Defense officials understand that there is a tremen-

dous amount of work that takes place between contract award and contract closeout," said Col. Kevin P. Stoddard, Commander of DCMA Springfield.

"This is DCMA's realm, and DCMA's highly skilled, trained, certified, multi-functional workforce provides a vast array of contract administration services," he added.

DCMA services include program integration, quality assurance, engineering, earned value management, production surveillance, transportation, and property management, thereby supporting DoD, NASA, and other federal agencies.

By virtue of its broad duties and expertise before and after a contract award, DCMA contributes to the military readiness of the United States and its allies.

DCMA is a worldwide agency with about 10,660 civilian employees. The local Contract Management Office, DCMA Springfield, is headquartered at Picatinny Arsenal and operates throughout the 12 northern counties in New Jersey. The local office is also



Photo by Todd Mozes

Leo Petuchovas, a quality assurance representative for the Defense Contract Management Agency, studies a diagram before testing electronic components at the L3 Space & Navigation Division in Budd Lake, N.J.

DCMA's Lead Platform Command for Munitions.

DCMA Springfield manages an average of 700 government contractors with about 5,300 active contracts.

"Although we administer hundreds of contractors having a variety of products, we must know each contractor, their processes, and the risk associated with their production," Stoddard said.

"It is not good enough to just report on the status of a contractor's operations. We expect our folks to be insightful and predictive, knowing the details that will ensure a positive outcome."

The range of contract items under oversight by DCMA are broad, ranging from basic nuts and bolts, uniforms and insignias, to sophisticated electronic systems and control-movement gyroscopes

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## RECENT HEAVY RAINS MAKE A SPLASH

Public Affairs Specialist Tracy Robillard placed second in the civilian, feature-article category during the recent Army-wide Keith L. Ware journalism competition. The Picatinny Arsenal website won honorable mention.

Robillard's article, "Tiny Particles, Huge Impact," appeared in the Oct. 8, 2010 edition of *The Picatinny Voice*.

The same article placed first in the feature category for the Keith L. Ware competition within the Army Materiel Command. Robillard's nanotechnology article received wide coverage in the mainstream and specialized media, advancing Picatinny Arsenal's reputation as a center for important research.

First place in the feature article category at the Army level went to Lisa Soule of the Recruiting Command for her article, "Blind Man's Bluff." Third place went to Brian Murphy of the Intelligence and Security Command for his article, "Making Memories." Honorable Mention went to Steve Arel of the Cadet Command for "Big Time in the Big Apple."

The timely cooperation of subject matter experts is instrumental in helping the Public Affairs Office to publicize the many important activities at Picatinny Arsenal that contribute to national defense.

# THE PICATINNY VOICE



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# Improved packing for training items win DoD award

BY TRACY ROBILLARD

Picatinny Public Affairs

Soldiers will soon be equipped with a safer and better way to store their pyrotechnic simulators—a means so effective, in fact, that it was recently named by the Department of Defense as a mark of packaging excellence.

Designed to hold the M30 and M30A1 pyrotechnic simulators, the improved packaging received the 2010 DoD Packaging Excellence Award from the Office of the Secretary of Defense for Logistics and Materiel Readiness.

First instituted in 1997, the DoD Packaging Excellence Award recognizes the most outstanding individuals or organizations in the DoD packaging community that have made substantial contributions to the DoD packaging effort.

The award increases the interest in packaging development, productivity and efficiency throughout the DoD, as well as promotes its packaging functions and accomplishments.

The award will formally be presented on April 13 to Picatinny engineers Jack Lam, Raymond Siroy and Joseph Granuzzo at the National Institute of Packaging, Handling and Logistics Engineers Conference in San Antonio, Texas.

## PYRO PACKAGING AND MOISTURE CONTROL

Pyrotechnics simulators are just one of many training devices warfighters use to imitate a combat environment. These devices can simulate hand grenades and incoming artillery fire. When ignited, they produce realistic battlefield effects like blasts, flashes, heat and smoke.

But when pyrotechnic simulators are exposed to excess moisture during transport and storage, their quality and effectiveness is severely compromised, which can lead to dangerous misfires and costly maintenance. Not only can this affect the Soldier's safety and damper the training mission, but it also causes higher maintenance and replacement costs for the Army.

During the last few years, warfight-

## IMPROVED PACKAGING: M30/M30A1 SIMULATOR



**Picatinny's improved M30 and M30A1 pyrotechnic simulator packaging design uses a fiberboard container (unit pack), but it places the pack within an M548 gasket-sealed metal shipping and storage container, right. The container includes a custom fiber separator to provide easier and quicker access to ammo. The sealed metal container provides moisture-proof, long-term storage protection and is easier to maneuver in the field. The unit pack is also used with a wooden box.**

ers have experienced moisture-control problems with the packaging for M30 and M30A1 pyrotechnic simulators. The current M30 packaging configuration is a fiberboard container (unit pack) that is over-packed with a wooden box.

"Sometimes the items were not completely sealed during the loading process due to discrepancies in the manufacturer's moisture-control process," said Joseph Granuzzo, a packaging engineer team lead with the Armament Research, Development and Engineering Center (ARDEC). "Also, the existing packaging used to deliver these items did not have moisture protection capability."

"It was determined that excessive moisture level in the simulators had adversely affected the quality of the simulator products," he added.

## IN-HOUSE SOLUTION SAVES TIME AND MONEY

In 2009, the ARDEC Packaging Division needed an effective and money-

saving solution to the moisture problem.

The team proposed a product improvement program to the Project Manager Close Combat Systems (PM-CCS), which manages and oversees acquisition and fielding of the M30 pyrotechnic simulator packaging.

"With the PM's support, the program quickly moved forward and became a Lean Six Sigma Green Belt project to conduct a thorough study and investigation on the simulator moisture control process in manufacturing," said Jack Lam, a supervisory engineer with the ARDEC Packaging Division.

Lean Six Sigma is an improvement process that strives to eliminate redundancies, lower cost, improve quality and increase efficiency in ARDEC's wide portfolio of products and processes.

The Lean Six Sigma study encompassed the generation of proposed new M30 packaging designs, evaluation of item manufacturing defects, customer feedback, modeling and simulation data.

In the end, the solution was to use a novel application of the M548 gasket-sealed metal shipping and storage container with a custom internal packing design.

"The new packaging configuration also packs the item first in a fiberboard container (unit pack), but then it is placed in a M548 gasket-sealed metal shipping and storage container," Lam said. "A fiber separator is used to provide easier and quicker access to ammo. The sealed metal container provides moisture-proof, long-term storage protection and is easier to maneuver in the field."

Unlike the wooden box packaging, the new metal container includes easy-to-use latches that can quickly be opened and closed. It also includes side handles that make it easier for Soldiers to carry.

The entire program was coordinated in close conjunction with the Army's Training and Doctrine Command, a critical partner in collecting feedback from experienced Soldiers.

"Soldiers like the M548 metal container, as it allows rapid access to the items inside," said Giuseppe Sgroi, Simulators Project Officer, PM-CCS.

"Also, the gasket-sealed cover provides superior moisture protection, which eliminates the misfires and extra maintenance issues."

In addition to passing preliminary packaging tests conducted in-house at Picatinny, the design also exceeded final hazard classification testing conducted through National Technical Systems in Camden, Ark.

After testing, ARDEC and PM-CCS instituted a Value Engineering Change Proposal to the existing M30 pyrotechnic simulator packaging, with a total cost avoidance exceeding \$489,000.

The new design is slated for use in the next contract to be awarded in fiscal year 2011 and will eventually be applied to other moisture-sensitive simulators.

"Continuously furnishing state-of-the-art packaging improvements is critical to ensure a superior logistics system for the U.S. military," Lam said.

## ARDEC leaders focus on enterprise objectives

### Continued from Page 1

sions of the new organizational mission and vision were discussed, which Melendez expects will be refined in a month.

In an analysis of threats, opportunities and challenges, intended to refine ARDEC's strategy, the leadership team also developed actions and recommended initiatives and tasks to address ARDEC's three enterprise objectives:

Be a Leader in Life Cycle Armaments Innovation; Shape Warfighter Solutions Through Relevant Technologies, and optimize ARDEC's Portfolio—People, Processes and Facilities—to Achieve Enterprise Excellence.

Following up on discussion from an ear-

lier town hall, Melendez also elaborated on personnel changes related to his 2011 Resolution to reconstitute the headquarters.

One of the new positions is the Chief of Staff, a position filled by Panagiotis "Pete" Glikardas. He encouraged employees to discuss their thoughts of the organization with Glikardas.

"I guarantee he will be receptive to those discussions," Melendez said. "I view him as an extension of my office, running the organization on a day-to-day basis."

Also, the technology and manufacturing base mission that had previously been executed by Barbara Machak's Engineering Systems Integration Center will now be executed by ARDEC's new Director of

Technology, Joe Pelino, who will report to Machak. "He comes with a wealth of experience from the PM (project management) world."

"Who is the organization's safety officer?" asked one of the slides in Melendez' presentation. The answer: every employee and manager. The slide defined a safety incident as any event, accident or near-miss involving injury, emergency illness, smelling smoke, seeing fire, property damage, vehicle accident or potentially dangerous situation. Each is reportable. Employees can report incidents by calling 911 or 4666

Melendez also recognized personnel involved in the Army's Greatest Inventions of 2009, featured in past issues of *The Picatinny Voice*.





On March 10 , 21 ARDEC Project Officers (APOs) attended a Chartering Ceremony at the Cannon Gate Conference Center. The Project Integration Office(PIO) hosted the event to recognize the APOs and award them with Charter Certificates and APO Pins. At the ceremony, Dr. Gerardo Melendez answered questions and emphasized how to work in an environment where an employee has limited control. Chartering APOs is one key tool to stretch authority and influence across the enterprise. Also, the new ARDEC Director of Technology, Joseph Pelino, shared his thoughts on leadership. The event provided the APOs with the opportunity to ask questions of senior leadership and network with APOs. This was the second APO Roundtable where charters were presented. Additional APO roundtables will be schedule in the future. Currently there are 250 Charter APOs at ARDEC.

# Picatinny receives free fuel cells to spur innovation

**TIMOTHY L. RIDER**  
Picatinny Public Affairs

Picatinny Arsenal will receive four free, 5- kilowatt fuel cells later this year and will join eight other federal installations as part of a \$2.5 million program to spur fuel cell technology.

The U.S. Army Corps of Engineers' Engineer Research

and Development Center, Construction Engineering Research Laboratory (CERL),announced the award of more than 200 kilowatts in fuel cell backup power across nine federal installations.

"This project provides an opportunity to evaluate quiet, non-polluting fuel cells for a specific application—backup power,"

said Nicholas Josefik, CERL project manager. "These fuel cells can provide energy security and increase mission performance at these facilities."

Here, the fuel cells will be used to keep waste water lift stations flowing if there is a power outage, explained Nicholas Stecky Picatinny resource efficiency

manager. The backup power protects Picatinny and its personnel from the health and environmental effects of sewage overflow.

Currently, the procedure to prevent this scenario is to transport portable generators to the lift stations, Stecky said.

In the future, the fuel cells will remain at the lift station site on pads.

"If people weren't told about them, they wouldn't notice them at all," said Stecky.

"It will be no different during a power outage, but they will be helping the installation a great deal."

The nine sites were chosen as a result of responses received from a joint CERL-Department of Energy (DOE) call for interested installations.

"Picatinny has performing very well in terms of energy management," said Stecky.

"It's appropriate that we've been selected to be a part of this effort to expand everyone's knowledge of this next-generation technology."

Polymer electrolyte membrane fuel cell systems can be twice as efficient as internal combustion engines and are much quieter and cleaner with little or no greenhouse gas emissions.

Fuel cells can also offer extended runs limited only by the fuel supply.

The DOE Fuel Cell Technologies Program funded the majority of the cost-shared effort, using authorities under

the Environmental Policy Act of 2005, which allows cost sharing with federal agencies to spur early markets for fuel cells.

The eight other installations that will receive emergency fuel cell backup power units are: Fort Bragg, N.C., Fort Hood, Tex., the U.S Military Academy at West Point, N.Y., Aberdeen Proving Ground, Md.; Cheyenne Mountain Air Force Base, Colo.; U.S. Marine Corps Air Ground Combat Center 29 Palms, Calif.; Ohio National Guard and the National Aeronautical and Space Administration's Ames Research Center at Moffett Field, Calif.

CERL will manage the project and DOE's National Renewable Energy Laboratory (NREL) will collect performance data for the first two years of this five-year demonstration.

NREL data will be used to inform the fuel cell original equipment manufacturers as well as potential commercial and government adopters of this technology.

U.S. Army Tank Automotive Research, Development, and Engineering Center will host a series of fuel cell users groups throughout these deployments.

The groups will provide an opportunity to share experiences and facilitate the exchange of lessons learned.

This competitive CERL acquisition was awarded to LOGANEnergy Corporation of Georgia.

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# Picatinny PEO Integration employees contribute to key Army test

BY KATIE CAIN

PEO Integration

Described as “a historic activity” by senior Army leadership, the Network Integration Evaluation scheduled for June and July 2011 at White Sands Missile Range, N.M., will mark the first of a series of important network tests and evaluations that will help shape the Army’s tactical network.

Product managers, engineers and developers of Program Executive Office (PEO) Integration at Picatinny Arsenal are playing a key role as the event’s network architect and systems integrators synchronizing the effort across the broader materiel development community.

Over the past year, the Army has developed a strategy that fundamentally changes how the Network will be fielded. In the past, the Army fielded network systems independently and on individual acquisition time lines.

The new approach will leverage mature technologies through integrated network ‘capability sets’ aligned with deployment requirements.

“PEO Integration team members at Picatinny help provide systems engineering, integration and test/evaluation expertise to enable the fielding of these sets,” said Paul Mehney, chief of public communications in the PEO office. “A capability set is a total package of net-

work equipment and software fielded to a particular unit,” he added.

The six week Network Integration Evaluation starts in early June and will deploy the full brigade strength of 2nd Brigade Combat Team, 1st Armored Division (2-1AD).

Its primary goal is a combined Limited User Test of several Army programs, with a secondary goal of evaluating capabilities of the current, theater provided and emerging network. The exercise will also assess emerging network capabilities. The Network Integration Evaluation will provide a means to test and evaluate relevant network capabilities in parallel and make incremental improvements based upon a disciplined and professional feedback cycle.

“The June/July Network Integration Evaluation is not a stand alone ‘pass/fail’ event but the first of four major stepping stones leading to executing a fully integrated Brigade Combat Team network evaluation at the end of 2012,” said Mehney.

“These events are not individual activi-

ties but part of a culminating process that will allow the Army to build the network and then fill it with the best applications and systems that the network can handle.”

The 2012 integrated network test will be the culminating event to solidify the 2013-2014 Network Capability Set.

With more than 40 employees located at Picatinny Arsenal, PEO

Integration is helping to overcome the challenge of independent, de-synchronized network engineering and integration efforts, by leading synchronized network test and evaluation efforts—helping to align Programs of Record and other technical solutions to support the Capability Package construct.

Key to supporting the Network Integration Exercise, PEO Integration staff will oversee integration and synchronization services and support to all PEOs and industry participants, and provide the sole acquisition interface to the Army Test and Evaluation Command (ATEC) and the brigade.

PEO Integration’s partnership with

the Picatinny Arsenal and the Armament Research Development Engineering Center (ARDEC) is sustained through program management and systems engineering leadership from PEO Integration and Project Manager Infantry Brigade Combat Team (PM IBCT) located at Picatinny.

“PEO Integration takes advantage of the high quality matrix support ARDEC provides in the areas of production, quality, Reliability, Accessibility and Maintainability (RAM), logistics and systems engineering,” said Jason Cook, IBCT program manager.

Through these relationships, PEO Integration and PM IBCT offices lead the Army’s modernization efforts in Systems of Systems engineering and BCT modernization through Capability Package integration, tactical network evaluation/test and Integrated Base Defense (IBD).

In this integration role, PEO Integration looks to Picatinny Arsenal and ARDEC as the home and source of the Army’s lethality and the subject matter experts for integration of lethality systems into BCT modernization activities.

The SPIDER program—one of the systems under test in this summer’s Network Integration Exercise—is one example of the many successful and ongoing engagements between PEO Integration and Picatinny Arsenal.



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# Contract agency performs wide range of functions

Continued from Page 1

for the Hubble Space Telescope and the International Space Station.

"We literally touch pretty much everything in some way, shape or form," said John Policastro, Springfield's contracts group chief.

"In the M2 machines guns, we've got the guys who make the little firing pins, and if they don't make them right the guns don't work. So little things that seem insignificant to you and me—they are critical."

Raymond Pietruszki, the DCMA Springfield deputy director, said the agency culture reflects the idea that all government purchases are important to monitor, even items that might seem relatively mundane.

"One thing that's always been driven home is that it doesn't matter whether it's the simplest of washers or screws, munitions or weapons, an Apache helicopter, or the NASA space program" he said.

"If that warfighter needs that washer with a certain specification, he needs it for a good reason, and we have to make sure that we get it to him. Otherwise, he's in trouble, the mission is going to fail and that's unacceptable."

For DeNude, a senior quality assurance specialist for DCMA at L3 Communications, there is also a sense of professional accomplishment when he realizes what a quality product means to the end user.

When DeNude sees the spectacular images of the universe captured by the Hubble Space Telescope, the role that he and his team played is not overlooked.

"DCMA did the test review, inspection, certification, and acceptance of the Hubble gyros," he said. "There is a lot of pride knowing that you participated in those things."

Because DCMA is a joint military services organization, it provides contract



**Col. Kevin P. Stoddard is commander of the Defense Contract Management Agency Springfield. The organization operates from Picatinny Arsenal.**

oversight for programs for the Army, Navy, Air Force, and other military or federal government components.

For example, ITT Corp. in New Jersey provides electronic countermeasure systems for various aircraft platforms as well as detection systems for enemy radars and missiles.

L3, located at the International Trade Center at Budd Lake, provides the Army with a subsystem that gives the Paladin howitzer accurate vehicle position, gun azimuth and elevation data.

The company also provides a Position and Navigation Unit (PNU) for the Multiple Launch Rocket System.

Another product is the Improved Position and Azimuth Determining System (IPADS) for the Army, Marine Corps and National Guard. It provides precise position, elevation and direction for cannon, rocket and missile units.

Some defense contractors have enough varied and continuous contracts that it

makes sense to have "resident" DCMA teams that essentially work in the production facilities. They include quality assurance, industrial specialists, earned value management specialists, engineers, contract administrators, and procurement technicians.

"They are the eyes and ears to make sure the items are made the right way," said Pietruszki. "Many of the high tech programs that we manage require our employees to have specialized training and certifications."

"Likewise, many of the sophisticated corporate cost monitoring and earned value management systems require a high level of DCMA employee competency and expertise to ensure that the government receives best value."

Added Stoddard: "We place emphasis on being ready and flexible to respond to the evolving requirements."

"We have production and manufacturing specialists to make sure that program performance and schedules are being met. We also have engineers who provide technical assistance."

According to DeNude, who has almost 33 years with DCMA, the relationship between contractors and quality assurance representatives is generally good.

"I've had contractors who have disagreed with what I've said," DeNude noted. "You go back and look at your specs and use that as the document from which you speak from."

"They may not like that, and don't feel they have to go to a particular degree, but the requirement is how they have to perform. You don't let it become personal. They'll always respect you for that."

"In many ways you develop a thick skin and don't take things personally if they disagree with you."

Leo Petuchovas, who is approaching 30 years with DCMA, said contractors know that contract language gives government representatives the right to perform routine inspections, so they don't chafe at the thought of having the oversight.

"They know what we have to look at," he said, noting that an organization like NASA has many mandatory inspections.

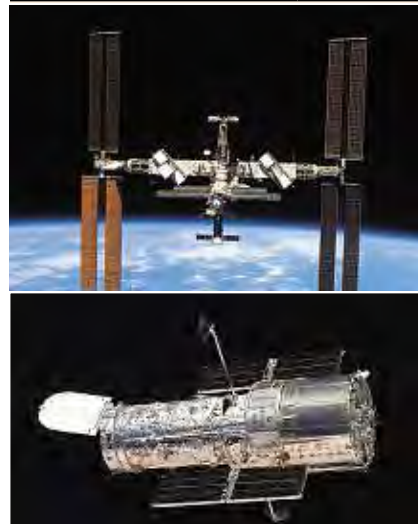
"Treat them fair and they will treat you fair."

In some instances, quality assurance representatives don't work full-time at a contractor facility, according to Pam Gould the DCMA Springfield quality assurance

## Defense Contract Management Agency

(as of 12/31/10)

<b>Civilians</b>	<b>10,599</b>
<b>Military</b>	<b>515</b>
<b>Contract Management Offices</b>	<b>50</b>
<b>Contractors</b>	<b>19,689</b>
<b>Active Contracts</b>	<b>337,029</b>



**The International Space Station, top, along with the Hubble Space Telescope have components inspected to conform to contract requirements.**

group manager.

Instead, they are "itinerants" who perform periodic visits to contractor sites.

"They have a route with maybe 8 or 12 contractors assigned to them," said Gould.

"They may spend two hours or a whole day based on how comfortable they are with the contractor's ability to perform. As new contractors come on board, there is typically more oversight."

Stoddard said various elements help determine how DCMA manages a contract.

For example, oversight considerations include the complexity of the program, critical performance characteristics, how new the contractors are to the program, along with their past performance.

How closely contracts are managed is in large part determined by the level of risk involved.

For example, a standard Army combat uniform is less risky than a combat uniform that is supposed to be fire-resistant.

Therefore, close examination, by quality assurance personnel with specialized certification, is given to the production and inspection of a fire-resistant uniform that, if faulty, could result in serious injury or death.

"When we say it must work every time because it's a surveillance radar or something that critical," Stoddard said, "we still go through those methodical checks—the hundredth time just like the first time."

"DCMA must remain vigilant."

**Editor's Note: The second installment of this series will appear April 8.**



The Defense Contract Management Agency (DCMA) is the Department of Defense (DoD) component that works directly with Defense suppliers to help ensure that DoD, federal, and allied government supplies and services are delivered on time, at projected cost, and meet all performance requirements. DCMA directly contributes to the military readiness of the United States and its allies.

DCMA professionals serve as "information brokers" and in-plant representatives for military, federal, and allied government buying agencies—both during the initial stages of the acquisition cycle and throughout the life of the resulting contracts.

**Before contract award:** DCMA provides advice and services to help construct effective solicitations, identify potential risks, select the most capable contractors, and write contracts that meet the needs of our customers in DoD, federal and allied government agencies.

**After contract award:** DCMA monitors contractors' performance and management systems to ensure that cost, product performance, and delivery schedules are in compliance with the terms and conditions of the contracts.



**Right, Nilesh Patel, an employee of L3 Communications, assembles a ring laser gyro-based navigation unit, which is at the heart of the company's precision navigation systems. Precision navigation systems from L-3 are primarily used for survey, radar counter fire, and fire-delivery systems.**



# Former MP active in fund-raising athletics as civilian

BY ERIC KOWAL

Picatinny Public Affairs

As an Army installation, Picatinny is a melting pot of sorts for veterans of all branches of the Armed Forces.

Kristen Burns, an administrative assistant to the garrison command staff here, is part of that mix of current civilian employees.

Joining the New Jersey National Guard in 2006 at age 24, Burns enlisted while attending County College of Morris in pursuit of a degree in criminal justice.

Unsure of where the degree would lead her, she knew she wanted to work in some aspect of law enforcement. She ultimately chose to be a military policeman (MP).

"I chose the National Guard because of the benefits they offered, especially the educational benefits," Burns said.

"At the time, I was going to school full-time and working both full-time and part-time in order to pay for school, so the educational benefits are really what sealed the deal for me."

Those benefits helped her to complete her bachelor's degree last October and begin her master's in project management in January.

Burns left New Jersey for basic training at Fort Leonard Wood, Mo., in January 2007.

"Not only was this the first time I'd ever traveled away from the East Coast, but it was also the first time I'd ever flown on a plane," she said.

After five months of basic training and MP advanced individual training in Missouri, Burns finally returned home. A few months later, a fellow Soldier told her about a job opportunity as an armed guard at Picatinny.

"I applied and was, coincidentally, interviewed by a gentleman that had previously worked with me at my part-time job," she said.

"Already knowing that I had a good work ethic, he hired me on the spot and I began working at Picatinny in January of 2008."

Before the installation's access-control security personnel were restructured as part of the Department of Defense, employees were contractors under Chenega Security and Protection Services.

Burns would often work eight-hour shifts checking identification at various installation entry points.

"I liked the job because it gave me the chance to interact with a lot of people, and the people I encountered every day were always friendly," she said.

Once a month, Burns would hang up her blue security officer uniform and don her camouflage utilities in her role as a military policeman.

In June 2009, the extensive training Burns received in both of her roles in law enforcement would be put to the test.

Two months before, Albania became a full member of NATO. Her unit deployed there to teach the Albanian Military Police Force some of the skills they would need to develop if they had to deploy.

The Army unit taught skills such as self-aid, buddy care, riot control, vehicle inspections and checkpoint operations.

"It was a rewarding experience," Burns said. "I enjoyed being able to teach the Albanian MPs skills they may one day need on the battlefield."

"I enjoyed learning about their culture and customs. Even with the differences in culture and a language barrier, everyone we encountered there was very friendly, and many of us stayed in touch following the trip," she added.

When an administrative position in Picatinny's Directorate of Emergency Services (DES) was announced, her supervisor at the time suggested that she apply for it. After interviewing for the position, Burns was offered



Above: Kristen Burns, now an administrative assistant with the garrison command staff, during her active duty days. Right, Burns simulates her capture while working with the Albanian Military Police in June 2009.



Courtesy photos

the job and began working for DES Director Richard Karlsson last January.

"As one can expect, there was a lot to learn when I transitioned from armed guard to administrative assistant, but there were and still are many people that are there to help me when I need it," she said.

Just a few months after officially shedding her security officer blues, Burns was detailed to the garrison headquarters as an administrative assistant to the command staff.

"I enjoy working at Picatinny because there is no shortage of new learning opportunities, chances to get involved with the Picatinny community or people who want to help you succeed," she said.

"What I've learned from working at Picatinny, both as a guard and as an admin, has given me extra skills that I have incorporated into military life."

"Much of the training I received as an armed guard served as a refresher for the training I received from the Army as an MP," she said.

In her spare time, Burns is extremely active participating in physical fitness events that benefit military service members and their families. Yet her support does not stop there.

"My first 5K (five kilometer run) was the Wounded Heroes 5K to benefit injured military personnel returning from overseas," Burns said.

She also ran in the Run for Jordan 5K in June of last year to benefit a New Jersey girl named Jordan who ran a 5:45 mile in the sixth grade.

Shortly after, Jordan was diagnosed with Ewing's Sarcoma, a cancer of the bone and surrounding soft tissues. She is now confined to a wheel chair.

Burns has also competed in two sprint triathlons, the Army Ten-Miler, a Turkey Trot 5K held on Thanksgiving benefiting the Sparta Education Foundation, and Picatinny's Armed Forces Day 5K.

She is training for an event in April that has been described as the toughest competition on earth. The "Tough Mudder" is a 12-mile obstacle course designed by British Special Forces to test all-around strength, stamina, mental grit and camaraderie.

She also plans to run the Superhero half-marathon on May 15 in Morris Township. The run supports the Christopher and Dana Reeve Foundation for spinal cord injury and paralysis. Participants dress up as their favorite super heroes.

Burns will also run in the SheRox triathlon in August in Asbury Park. This triathlon is part of a series of all female triathlons around the country.

In addition to these events, Burns plans to make a return trip to the Army Ten-Miler this year.

"I do these events because I like to challenge myself and I want to stay in shape," she said.

"Each one of these events gives me a reason to train, and with so many events throughout the year, I am training year-round."

## Property transfers to Iraqis continues

ARMY NEWS SERVICE

CAMP VICTORY, Iraq -- As the U.S. and Iraqi forces continue to further strengthen their cohesion, an official building and equipment transfer between the United States Forces - Iraq joint civil-military operations staff and Iraqi Ground Forces Command Civil-Military Operations staff took place here March 12.

The transfer of four modular office structures was the first of its kind under Task Force Dragon, XVIII Airborne Corps.

"We're transferring these buildings over to the Iraqis to increase their capacity, especially toward the civil-military operations," said Sgt. 1st Class Keith Smith, the civil affairs noncommissioned officer-in-charge. "They're going to use these buildings for their own civil-military operations school."

"Staff Brigadier General Yassine Ali is responsible for the training of all civil affairs and operations in the Iraqi army as a whole, they're just beginning to build this capacity," said Heatherly. "He's got to have a place to train, so this provides a great opportunity to transfer what we have here that we're no longer using to Camp Iraqi Hero."

With the buildings now officially owned by the Iraqi forces and plans to use them for training, U.S. service members see how the Iraqis have made strides toward building a better force.

"It's kind of exciting and a unique opportunity to be here and witness this right now," said Smith. "When we work ourselves until the mission is complete, that makes success. I think we've accomplished that here."

"This signifies United States Forces - Iraq's commitment with the IGFC G-9, to further the expansion of their civil military operation," said Heatherly.

This hand over is one of the many that service members will participate in as transfers to Iraqi forces continue and U.S. forces draw down.

The receipt of buildings such as these, will allow Iraqi forces to continue to expand their area of operations further.





Photo by Todd Mozes

Employees with the Armament Research, Development and Engineering Center (ARDEC) at Picatinny Arsenal met to go over the rules and requirements for the 2011 Teams Tournament during a recent workshop. The annual Teams Tournament is a competition among Picatinny employees that recognizes and rewards successful teams for their contributions to the workforce and the warfighter.

## Teams Tournament workshop held to refine competition

BY BETH ALBINSON  
PEPPERS Facilitator

The PEPPERS Process Action Team sponsored a Teams Tournament Workshop March 2 to unveil the new submission form and process to be used this year.

Members of the team also presented the history of the Teams Tournament and team descriptions.

Total Quality Management was adopted in the 1980s at Picatinny, and with it came the Teaming Philosophy.

The Teams Tournament, formally known as the People Enhancing Picatinny (PEP) Rally, is a time-honored tradition that started in 1987 to recognize the accomplishments of many different kinds of ARDEC teams from all sites.

Awards are given to first and second place teams in the various categories. The categories include Process Action Teams, Natural Work Groups, Self-Directed Work Teams, Six-Sigma Teams,

Community Outreach teams and Integrated Process Teams.

Nominations will be judged on process as well as results.

For example, did the team receive training, use team-building exercises, meet regularly, encourage creativity, and understand customer's needs and standardize improvements?

Results are expressed in areas such as: savings of money, manpower, or time; increases in productivity or quality; beneficial long-range implications; and benefits to other activities, agencies or organizations.

Independent judges from all the Centers in ARDEC will review each submission and assign points based on criteria established by the PEPPERS Team.

Questions should be e-mailed to PicaPeppers@us.army.mil or call the Teams Tournament hotline at ext. 5915.



The annual Army Emergency Relief Campaign continues through May 15 with several new categories.

## Army Emergency Relief Campaign in high gear

ARMY NEWS SERVICE

WASHINGTON -- The annual Army Emergency Relief Campaign began March 1, and continues through May 15, with several new categories of assistance available for Soldiers this year.

Since its inception in 1942, AER has provided more than \$1.3 billion in assistance through grants, no-interest loans and scholarships.

Last year, AER disbursed more than \$77 million in financial assistance to more than 66,000 active and retired Soldiers and families to meet their emergency needs.

This year several types of problems that were in the past only supported by AER through an "exception to policy," have been approved for regular assistance, according to Andrew H. Cohen, deputy director for finance and treasurer of Army Emergency Relief.

The new approved categories of assistance include:

- Repair of heating and air-conditioning systems
- Travel funds for Permanent Change of Station when advances are not forthcoming
- Repair or purchase of stoves or refrigerators
- Purchase of child car seats
- Purchase of cranial helmets

when prescribed by medical authority and not authorized by TRICARE

Since the new categories were approved in November, so far 340 cases of assistance have been granted in those five areas total-

ing about \$300,000, Cohen said.

The theme of this year's campaign is "Helping to make Soldiers and their families Army Strong."

The goal of the campaign, Cohen said, is to ensure 100-percent contact of all Soldiers to ensure they are aware of the benefits AER can provide.

"We don't want to see Soldiers and family members disadvantaged because they didn't know the benefits available," Cohen said.

And of course, the campaign also replenishes the resources available through donations.

It provides an opportunity for Soldiers to help each other continuing the AER legacy of "helping the Army take care of its own."

Last year the annual campaign raised \$9.3 million.

AER assistance includes:

- Emergency funds for rent, food, travel, car repair, funeral, medical and dental expenses.
- Children and spouse scholarships
- Grants to Soldiers medically evacuated from Iraq or Afghanistan
- Support to families of fallen Soldiers

Company commanders and first sergeants throughout the Army have the ability to approve up to \$1,000 in AER interest-free loans to help their Soldiers facing problems.

More details on AER's assistance programs are available from unit AER officers or on the web at [www.aerhq.org](http://www.aerhq.org).

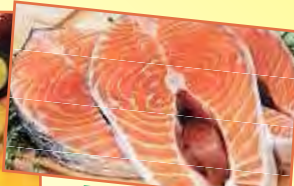
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## ARDEC-led team wins major award

A multi-service team led by the Army Armament Research, Development and Engineering Center (ARDEC) was recently recognized as one of seven achievement award winners by the Defense Standardization Program Office for outstanding contributions during the last fiscal year.

Moreover, the team was also selected as the 2010 Distinguished Achievement Award Winner for its implementation of the Defense Standardization Program. The awards were presented March 16 at the Pentagon's Hall of Heroes.

ARDEC team members include Doug Chesnulovitch, Roy Smith, Jay Abernathy, John Weed, and Gary Adams.

The multi-service team demonstrated a Joint Modular Intermodal Container (JOMIC) to enable rapid, efficient, and seamless handling and delivery of military supplies.

JMIC was a component of the Joint Modular Intermodal Distribution System (JMIDS) Joint Capability Technology Demonstration.

The JMIC is collapsible for efficient storage, can be reassembled without tools, and is easily locked for cargo security.

JMICs are already saving lives by reducing the number of convoys required to support operational units. Also, the Department of Defense is realizing significant savings, from consolidation of supplies in a common package and less packing materials used to secure cargo.



Right: Karen Morano, Vice President, Marketing at Picatinny Federal Credit Union, presents a check for \$1,500 to Tammy J. Mitchell, Director of Army Community Service at Picatinny Arsenal. The check was presented on behalf of the board of directors, chief executive and staff of the credit union at a chili cook-off competition to raise funds for the Army Emergency Relief Fund. Courtesy photo

## Looking Back ... At Picatinny



BY PATRICK J. OWENS  
ARDEC Historian

Above is a photo of Picatinny's Propellant Loading Section. Note to anyone intending to write the editor about the "propellent" spelling. This was orthodox orthography at the time, and the handiest unabridged dictionary lists it as an acceptable alternative to the more common "propellant" that uses an "a" rather than an "e" in the last syllable.

This organization was one of the few at Picatinny where women outnumbered men, in this case, 19 to 10. The section had oversight of filling igniter pads and other items with black powder, and much of its time went into weighting powder charges and filling various sizes and types of powder bags to go with separately loaded ammunition. It also made up zone charges for fixed and semi-fixed rounds.

## Picatinny, ARDEC social media sites inform public of important contributions

Social media sites leverage the power of the Internet to inform the public and members of the Picatinny Arsenal community about activities at the home of the United States Army in northern New Jersey.

Please take time to visit and share the addresses of these various informative sites:

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## CORRECTION

The March 11 edition of the Voice said that PEO Ammunition would stand up another project manager office next year, Project Manager Counter Explosive Hazards. The correct name is Project Manager Counter Explosive Hazard.

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# Army's female aviators defy the odds

Army News Service

KANDAHAR AIRFIELD, Afghanistan -- When Chief Warrant Officer 4 Trudy Truax arrived at her first unit as an OH-58A pilot in 1996, her commander refused her orders.

"I've had my own battalion commanders not speak to me," Truax said.

Truax was one of the first females to join the community of Cobra, Apache and Kiowa pilots after then-President Bill Clinton lifted the restrictions that kept women from flying the traditionally combat-focused rotary-wing birds. She was one of only six women in her class—three from West Point and three warrant officers.

Today, she's the only one of the six still serving in the Army, and she serves as the standardization instructor pilot for Company C (Dustoff), 1st Battalion, 52nd Aviation Regiment, which is currently deployed to Afghanistan.

According to a study released earlier this month by the Military Leadership Diversity Commission, women account for only 16 percent of leadership positions in the military—a seemingly staggering statistic to release during National Women's History Month. The numbers aren't so shocking when compared to the overall statistic of



From left to right: Capt. Carmel Cammack, Capt. Donna J. Buono, Chief Warrant Officer 4 Anne Wiley, and Chief Warrant Officer 2 Elizabeth Kimbrough, all leaders within Task Force Palehorse, join for a group shot in outside the task force's operation center at Kandahar Airfield, Afghanistan.

women serving in the military, which is 16.4 percent, according to a Sept. 30 report released by the Department of Defense.

To Truax and the other women who fill key positions within the aviation community, the numbers are just that - numbers. And they don't take into account the positions that women are

holding within the military or where they were 20 years ago.

Lt. Col. Neil Reilly, the squadron commander for 7th Squadron, 17th Cavalry Regiment, was assigned to 2nd Sqdn., 17th Cav. Rgt., in 1998. With him was then-Warrant Officer Anne Wiley, who had recently graduated as an OH-58 Kiowa pilot. Today, Wiley is a chief warrant officer 4 and serves as the senior standardization instructor pilot for Reilly's unit. She is the first female to hold that position at a squadron level. But she didn't get there overnight.

"I went through relentless hazing," Wiley said of her time as a new pilot. "But today, when one of my peers comes up and bumps me on the shoulder and asks how it's going, I know it was worth it, and that I've made it."

The challenges Wiley and her counterparts faced in the beginning paved the way for many who've come since.

"Flying has been my recurring dream since I was little," said Capt. Carmel Cammack, an assistant operations officer in Task Force Palehorse and an OH-58D Kiowa Warrior pilot. "I've never been treated any differently, and I appreciate the fact that (other women) were the ones to pioneer this for me. I know that they went through a lot of hazing and a rash of other

stuff that I have not had to go through."

For Reilly, it's never been about gender, and Wiley and the female pilots like her have proven that time and again.

"Miss Wiley maintains a mission focus, but has the personality, the charisma, and also has the professionalism and experience that afford her a great deal of credibility," Reilly said.

For the women filling the leadership roles, the professionalism and experience are the important parts.

"As you show your competence and as you show that you can hang with the boys, you show that you're as good as the boys, your acceptance is there," Truax explained. "You must always maintain, as with any aviator, proficiency and excellence, and if you can show that's what you have, then you're fully accepted."

While Truax and Wiley have been around long enough to know what it's like to be evaluated on gender rather than competency, they've witnessed the shift throughout their careers, and the younger women coming up behind them have only experienced evaluations based on capabilities.

Capt. Donna J. Buono, the company commander for Company B, 3rd Battalion, 101st

Aviation Regiment, which is organized under Reilly's unit for the deployment, was commissioned in 2004 and joined her first unit as a platoon leader while the company was deployed to Iraq. She was the first female to serve with the company in more than 15 years.

"I was anticipating a little bit of push-back," she said. "And I think what I got for about a month was less female-male stuff it was more new platoon leader, and after about that month of transition—getting used to them and getting to know 'em—I think I had a very positive experience."

"It's more about being a good leader and being competent, and much less these days about male-female," she explained.

Chief Warrant Officer 2 Elizabeth Kimbrough is a pilot in command and safety officer with Co. B, 3rd Bn., 101st Avn. Rgt. She flies the AH-64D Apache, which often serves to intimidate on the battlefield. At nearly 32, Kimbrough said she loves what she does, but thinks her family is afraid she'll stay in forever.

"My time will be up after June of next year, and I'm still on the fence," she said. "I love, love my job, but I'd still like the opportunity to get married and have kids, and I don't know how I'd do it if I'd stay in. So that's something I think about nearly every single day."

Kimbrough isn't the only one facing that challenging decision.

"I have kind of fended off most relationships that have possibly started," said Cammack. "I personally think it would be extremely hard to have a family in the military. Right now I have the opportunity to say that I don't want kids in the military. I think that would be hard, and that is not something that I want to do. How that's going to play into future career? I don't know. I don't know. It's tough."

As pioneers for women in aviation, both Wiley and Truax stand as an example in this regard too. Wiley started her aviation career as a single mom. Truax has a different perspective.

"Women can be in the Army, and we can have 20-plus year careers and we can have 20-plus years married to the same man, and like I have - I have four children," she said. "I want it all. I want the cake and the ice cream."

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